

THE FACULTY OF ARTS AND SCIENCE, CONCORDIA UNIVERSITY:
A REPORT TO THE BOARD OF GOVERNORS ON ITS ADMINISTRATIVE STRUCTURE

Background to this proposal

The Faculty of Arts and Science of Concordia University in its present administrative form was established in 1977. The structure merged three separate units of the two founding institutions: the Faculty of Arts and the Faculty of Science of Sir George Williams University and the Faculty of Arts and Science of Loyola College. As the largest faculty in the university, Arts and Science was placed under the aegis of a Vice-Rector, Academic who was solely responsible for its planning and operations; a second Vice-Rector, Academic was responsible for the Faculties of Commerce and Administration, Engineering and Computer Science and Fine Arts.

The internal structure of the Faculty involves four Divisions, each headed by a Divisional Dean or Provost (Division IV). The Deans and Provost report directly to the Vice-Rector, Academic (Arts and Science). The original mandates of these administrators included both faculty-wide and disciplinary assignments, although the functional responsibilities of these positions evolved somewhat differently as the Faculty developed over the past seven years.

The structure established in 1977 recognized certain fundamental needs in a Faculty of this size and complexity. Arts and Science encompasses the great variety of core disciplines that are at the base of the intellectual thrust of the University. The grouping of the humanities, the social sciences and the pure sciences in one Faculty, moreover, creates a scholarly milieu in which initiatives in interdisciplinary teaching and research methods can be fostered.

The present proposal for change to the administrative structure of the Faculty of Arts and Science adheres to those original concepts and objectives. In addition, it draws on the experience of the past and looks to the future needs of the Faculty in light of recent changes in the university. Finally, it responds to changes in the senior administrative structure of the university that have been approved by the Board of Governors and which have fundamental implications for the effective operation of the Faculty of Arts and Science.

The Administrative Structure of the University

At its meeting of 17 December 1981, the Board of Governors passed the following motion:

- THAT (1) after serious study and, if ratified before June 1, 1985, a restructuring of the University be implemented such that there would be one Vice-Rector, Academic; appropriate decisions would be required by the spring of 1984 so that the implementation might take place by the above date.
- (2) the Rector be authorized to instruct the Faculty of Arts and Science to re-examine the senior reporting structure of Arts and Science in the light of this administrative change.

Since that time, the future administrative structure of the Faculty of Arts and Science has been debated by its departments, its Faculty Council and the Senate of the university. The documentary evidence which accompanied this debate presents an impressive array of possible structures, ranging from arguments in favour of the status quo through more radical proposals for

splitting the Faculty. Many sound ideas and perspicacious commentaries emerged in this lengthy discussion; yet every proposal was countered with arguments on which the suggested structure floundered. The benefits of this process, however, have outweighed the controversy. Members of the Faculty of Arts and Science have, in the last three years, explored in considerable detail their experiences as academics and administrators and as members of the University community.

During the course of this debate, the reorganization of the senior administration was completed. In May 1984, the Board of Governors approved a structure that merged both portfolios of Vice-Rector, Academic. An Advisory Search Committee for this position was struck by the Board of Governors at its June 1984 meeting. As of June 1, 1985, the single Vice-Rector, Academic will assume responsibility for the operations and planning of all academic units in the university; the restructuring of Arts and Science is thus at the point where decision is called for.

The status of all recommendations from the Faculty Council of Arts and Science and the University Senate was clarified by the Board of Governors at its meeting of 19 April 1984. At that point, the matter of the administrative structure of the Faculty was referred to the Rector. This report and its recommendations, then, are presented to the Board of Governors in response to the above resolutions and as a corollary to the imminent appointment of a single Vice-Rector, Academic.

A Faculty of Arts and Science

The continuance of a Faculty of Arts and Science at Concordia University is a sound and exciting academic choice. It is appropriate to the intellectual and social tasks that

the university must undertake. In this age of increasing technological sophistication and specialization, it is essential that we facilitate the development of interdisciplinary thinking and the formation of individuals who are capable of effective response to rapid change. This cannot occur, however, without a solid base in the traditional disciplines that, historically and in the future, are at the core of learning and innovation. Thus the structure chosen for the Faculty of Arts and Science must also protect the integrity and foster the growth of these disciplines.

The traditional disciplines must also adjust to change. Much of the movement in our society, be it political, economic or intellectual is taking place in the absence of a full understanding of the importance of these basic approaches to learning. It is the university's task to underline the fundamental and continuing role of the disciplines of Arts and Science in our society as well as to highlight the potential of the interaction of these bases of knowledge.

The Faculty of Arts and Science of Concordia University is large and diverse. This suggests the need for creativity and vision in its administration if the potential of both its traditions and its future is to be realized. The administrative structure must reflect all of this and ensure that the setting of priorities and the implementation of policies is done from a perspective that is comprehensive, informed, sensitive and vigorous.

Finally, the new structure must be compatible with the exigencies of the daily administration of the many departments and units that make up the Faculty. Its size is impressive. But instead of constituting an argument against maintaining

the Faculty, this should strongly favour a more efficient, fully integrated administration that will blend the abilities of expert support personnel with the particular institutional knowledge and professional insight of representatives of the academic faculty.

In sum, then, it is deemed preferable, indeed necessary, that Concordia continue to build upon its tradition of a Faculty of Arts and Science. To do so, and to meet the various objectives and needs of such a Faculty, a single authority must guide and lead it. To be effective, this authority will require the active support of faculty and staff whose combined abilities will maintain an efficient administrative operation and underwrite future growth and development of the Faculty and the University.

The Office of the Dean of Arts and Science

The Office of the Dean of Arts and Science is modelled on the structure for the Office of the Rector which was approved by the Board of Governors in October 1984. The Dean of Arts and Science is the senior authority in the Faculty; he is supported by four Vice-Deans and staff members whose responsibilities encompass the planning for and management of matters affecting the whole Faculty as well as those that are uniquely applicable to certain departments or sectors.

The Office of the Dean constitutes a management team in which informal lines of communication are functional and important. In organizational terms it is designed to ensure responsivity, access and flexibility.

(a) The Dean

In order to ensure the unity and integrity of the

Faculty of Arts and Science and to encourage the pursuit of knowledge through active scholarly exchange and communication among both students and academics, the Faculty shall be headed by a Dean. The Dean shall be selected by an advisory search committee chaired, in the case of the first appointment, by the Rector. The Dean shall report directly to the Vice-Rector, Academic. All chairs, Principals and programme directors shall report to the Dean of Arts and Science through the Office of the Dean.

The individual who holds this office must represent those elements of achievement that are unique to the university. Excellence in teaching and scholarship must be accomplished by an awareness of disciplines other than his/her own. A full and solid academic reputation will enable the Dean to relate effectively and sensitively to the members of the Faculty.

At the same time, the Dean must be able to articulate Faculty concerns to the senior administration and respond constructively to decisions taken at that level. He/she must be able to interpret the concerns of the Faculty in a manner that will promote coordination and cooperation with other Faculties. Similarly he/she must be able to enunciate clearly and translate effectively broad university policy for all members of the Faculty of Arts and Science.

Appendix I contains a summary description of the responsibilities of the Dean of Arts and Science. This proposal presents a definition of the authority and status of the office that is broader than the current one; the position demands a unique and impressive array of skills and abilities, both scholarly and managerial. It is imperative that a united Faculty have strong direction. The Dean of Arts and Science must reflect what is best in the traditions of our university as well as

be capable of guiding the Faculty into the full realization of its role in the University and in society.

(b) The Vice-Deans and Support Personnel

Four Vice-Deans complete the Office of the Dean of Arts and Science. Their appointments will be made from the ranks of academics by the Vice-Rector, Academic on the recommendation of the Dean; they will reflect the disciplinary streams that merge in the Faculty.

The function of the Vice-Deans within the Office of the Dean will be to assist and act on behalf of the Dean in those areas of responsibility specifically assigned to them by the Dean. As such, they will participate in the day-to-day administration of the Faculty as well as the management of its long-term needs.

It is envisaged that Vice-Deans may assume more direct responsibility for the needs and interests of certain disciplines within the Faculty. A suggested breakdown of discipline sectors is included, by way of illustration, as Appendix II. These sectors do not include the units and programmes of the current Division IV but it is clear that the Dean may assign responsibility for these to one or more of the Vice-Deans or assume direct responsibility for them.

Whatever groupings of disciplines do emerge and wherever common arguments of needs and interests on an administrative level are made, the Office of the Dean is designed to be flexible enough to meet the demand. Yet while the management team shall decide collectively on any particular responsibilities to be assigned the Vice-Deans, it is clear that all departments, colleges and programmes report to the Dean, who is responsible for the

overall allocation of resources (both human and fiscal) and policy planning and implementation for the Faculty.

In the daily management of the Faculty and the planning function, the Office of the Dean will be supported by a senior administrative staff who will be responsible on a full-time and continuing basis for the efficient management of the details of operation such as curriculum implementation, faculty and staff development, budget procedures and student advising at the Faculty level. This cadre of professional staff will facilitate the effective administration of the many policies that are formulated and implemented by the responsible academics.

CONCLUSION AND RECOMMENDATIONS

The proposed administrative structure for the Faculty of Arts and Science presents an organization of responsibilities that will ensure consistency in leadership, a strong and coherent voice in the university and the external community, flexibility in management and planning and a dynamic flow of information and ideas. An organization chart is presented in Appendix III.

A certain generality in the job descriptions for the Dean and Vice-Deans is intended to provide for flexibility in the initial implementation phase and adaptability in response to changing conditions over the long run. Both are essential in the demanding context of the present and future of Arts and Science at Concordia University.

It is therefore recommended that the Board of Governors, at its regular meeting in January 1985:

1. approve the structure of the Faculty of Arts and Science herein proposed;
2. establish 1 June 1985 as the implementation date for the new structure;
3. mandate the Rector to advertise the position of Dean of Arts and Science;

4. establish an Advisory Search Committee to be appointed at the next regular meeting, with the following membership:

- The Rector (Chairman)
- Vice-Rector, Academic
- 1 Dean from outside of the Faculty of Arts and Science
- 4 faculty members from Arts) recommended
and Science) by the
- 2 undergraduate students) Council of
- 1 graduate student) Arts and
- 2 faculty members from other Science
- faculties, recommended by
- Senate
- 1 non-academic staff member,
- recommended by CUNASA

5. until any alteration in the structure of the University Senate and the Board of Graduate Studies shall take place, recognize that the Dean of Arts and Science and the four Vice-Deans shall be voting members of those bodies in replacement of the three Deans and Provost.

APPENDIX I

RESPONSIBILITIES OF THE DEAN OF ARTS AND SCIENCE

The Dean of the Faculty of Arts and Science shall be responsible for the following:

1. maintaining a full and effective relationship with the Office of the Rector;
2. exercise academic leadership with respect to all units of the Faculty;
3. maintaining a full and effective relationship with the Deans of the Faculties of Fine Arts, Commerce and Administration and Engineering and Computer Science.
4. coordination of the operation of and planning for all departments, schools, programmes and institutes within the Faculty;
5. setting priorities and establishing policy in a manner that will foster the growth of the Faculty and maintain the integrity of its programmes;
6. chairing the Council of the Faculty of Arts and Science;
7. the effective development, staffing, promotion and evaluation of both disciplinary and interdisciplinary programmes and initiatives within the faculty.

Appendix II

POSSIBLE DISCIPLINARY SECTORS

Humanities

Classics
English
Etudes françaises
History
Modern Languages & Linguistics
Philosophy
Theological Studies

Education & Information Sciences

Communication Studies
Education
Journalism
Library Studies
Teaching of English as a
Second Language

Social Sciences

Applied Social Science
Economics
Geography
Political Science
Religion
Sociology & Anthropology

Mathematical, Physical & Life Sciences

Biology
Chemistry
Exercise Science
Geology
Mathematics
Physics
Psychology

APPENDIX III ORGANIZATIONAL CHART, OFFICE OF THE DEAN OF ARTS AND SCIENCE

